

OLD MUTUAL AT A GLANCE

Who we are

Old Mutual is an international long-term savings, protection and investment group, based in London, operating in 33 countries, and serving more than 15 million customers.

What we do

Long-Term Savings

Investment management and innovative life assurance based solutions, addressing both protection and retirement savings needs.

US Asset Management

Growing our customers' savings and wealth, whether through active and direct asset management or the selection of funds and managers for customers to invest in.

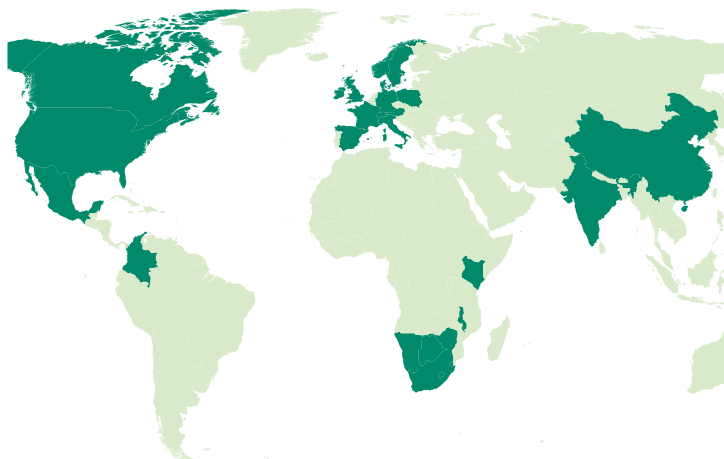
Banking

We have a majority shareholding in Nedbank, providing retail and corporate banking products to customers in Southern Africa.

Short-Term Insurance

We provide short-term insurance products and services in southern Africa through Mutual & Federal.

Where we do it



Our vision and strategy

Our vision

To become our customers' most trusted partner – passionate about helping them achieve their lifetime financial goals.

Our strategy

Build a long-term savings, protection and investment group by leveraging the strength of our people and capabilities in South Africa and around the world. We will focus, drive and optimise our businesses to enhance value for customers and shareholders.

Financial highlights

Year to 31 December	2010	2009*
Net client cash flow (£bn)	(5.7)	(1.8)
Funds under management (£bn)	309.3	275.4
Operating profit (IFRS) (£m)	1,481	1,133
Embedded value per share (p)	202.2	171.0
Earnings per share (p)	16.0	11.6
Return on Equity (%)	12.2	9.1
Dividend per share (p)	4.0	1.5

*2009 restated to treat US Life and Bermuda as non-core

Financial calendar

Q1 Interim Management Statement	12 May
Annual General Meeting	12 May
Interim Results	5 August
Q3 Interim Management Statement	3 November

Top leadership

Chairman

Patrick O'Sullivan



Patrick has been non-executive Chairman since January 2010. He also chairs the Nomination Committee. He was formerly Vice Chairman of Zurich Financial Services (Zurich) from March 2007 until April 2009; Group Finance Director of Zurich between 2002 and 2007 and Chief Executive of Eagle Star Insurance Company from 1998 to 2002.

Group Chief Executive

Julian Roberts



Group Chief Executive since September 2008 and non-executive director of Nedbank. Appointed to the Board as Group Finance Director in August 2000 and appointed as Chief Executive of Skandia in February 2006. He was formerly Group Finance Director of Sun Life and Provincial Holdings plc. Before that he was a director and Chief Financial Officer of Aon UK Holdings Limited.

Group Finance Director

Philip Broadley



Group Finance Director since November 2008, having previously been Group Finance Director of Prudential plc from 2000 to March 2008. Prior to that, he was a Partner at Arthur Andersen. He has also been chairman of the 100 Group of Finance Directors, was a founding member and Trustee of the CFO Forum of European Insurance Company Finance Directors and a member of the IASB's Insurance Working Group. He is currently a member of the Code Committee of The Takeover Panel.

Group Executive

Julian Roberts (Group Chief Executive), Philip Broadley (Group Finance Director), Andrew Birrell (Group Risk & Actuarial Director), Mike Brown (Chief Executive, Nedbank Group), Peter Bain (CEO, US Asset Management), Paul Hanratty (Chief Executive, Long-Term Savings and Chairman, Old Mutual South Africa), Don Hope (Head, Strategy Development), Don Schneider (Group Human Resources Director).

Non-Executive Directors

Nigel Andrews, Mike Arnold, Rudi Boggi, Eva Castillo, Russell Edey, Alan Gillespie, Reuel Khoza, Roger Marshall, Bongani Nqwababa, Lars Otterbeck.



Company history

1845 Founded in South Africa as the Mutual Life Assurance Society of the Cape of Good Hope	1855 Skandia founded in Sweden.	1986 Acquired a majority stake in Nedbank, the fourth largest bank in South Africa.	1995 Old Mutual Investment Advisers established in Boston, USA.	1999 Demutualised and listed on LSE, JSE, MSE, NSX and ZSE. Moved headquarters to London.	2000 Acquired United Asset Management in US.	2006 Acquired Skandia.	2009 Long-Term Saving Division established.
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Our businesses

Long-Term Savings

- Set up to leverage core strengths, scale and capabilities of our long-term saving and investment offerings around the world, is made up of five main businesses:
 - Emerging Markets – Old Mutual South Africa and our other African businesses, operations in India, China and Latin America (Colombia and Mexico)
 - Nordic – Sweden, Norway and Denmark
 - Retail Europe – Poland, Austria, Germany and Switzerland
 - Wealth Management – Skandia (UK), Skandia Investment Group (SIG), Skandia International, France and Italy
- Major brands: Old Mutual and Skandia
- Business lines: life assurance, individual investments and asset management
- Distribution: a combination of tied agents, IFA's, bank distribution, corporate advisers and direct distribution
- Core capabilities: open architecture; distribution relationships and management, product design and product solutions, low-cost administration

US Asset Management

- Operates a multi-boutique model
- Offers institutional clients access to a range of unique entrepreneurial asset managers backed by the stability and resources of a large international company
- Individual investors have access to the investment strategies of our boutiques through Old Mutual Capital's mutual funds and individually managed accounts

Banking

- Nedbank (55% owned) is one of the four largest banking groups in South Africa
- Offers a wide range of wholesale and retail banking services

Short-Term Insurance

- Mutual & Federal provides insurance services to the personal, commercial and corporate markets

Corporate Responsibility

We are committed to being a responsible corporate citizen in the many communities in which we operate. We express this through our corporate values, our interaction with our stakeholders, and through active investment in our communities and our natural environment.

Group Values

Despite our geographic and cultural diversity we are bound together by our Group values and we expect all our employees to live and be judged by these values:

- Integrity
- Respect
- Accountability
- Pushing beyond boundaries

Share listing

Our primary listing is on the London Stock Exchange (LSE)

Country of Registration: England & Wales

Registered number: 3591559

Date of incorporation: 26 June 1998

Listing date: 12 July 1999

Ticker symbol: OML

We also have secondary listings on other exchanges:

Johannesburg (JSE) No. 1999/004855/10

Malawi (MSE) No. 5282

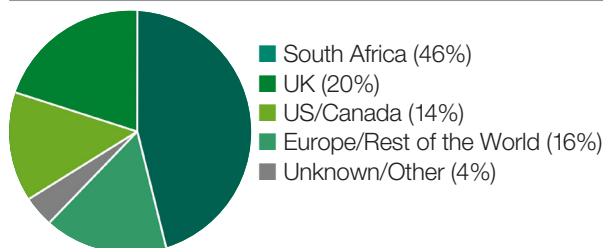
Namibia (NSX) No. F/3591559

Zimbabwe (ZSE) No. E1/99

Total number of shares in issue at 31 Dec 2010 was 5,695,224,326

Geographic shareholding

at 31 December 2010



Company Advisors

Auditors: KPMG Audit plc

Bankers: National Westminster Bank plc

Registrars: Computershare Investor Services plc

Corporate Brokers: Merrill Lynch, Deutsche Bank

Financial PR: Finsbury

Company information

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Website: www.oldmutual.com

Old Mutual plc is a public company limited by shares, incorporated in England and Wales under registered number 3591559. Registered office as above.

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